

MGMT 479: Strategic Management

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| Location: | Evening |
| Address: | 1001 Rogers Street Columbia, MO 65216 |
| Section: | 19FALL2/MGMT/479/AEV |
| Semester Credit Hours: | 3 |
| Class Day(s) and Time(s): | Tuesday 5:30 PM - 9:30 PM from October 21, 2019 to December 14, 2019 |

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Course Information

Catalog Description

Culminating experience capstone course for majors in business administration. Requires case/report writing and the ability to integrate material from previous courses to analyze and resolve complex business strategic planning problems. Completion with a grade of C or higher required.

Prerequisites: Senior status, completion of a minimum 33 hours of core requirements including FINC 350, and at least six hours of upper-level courses within the identified major.

Textbooks

As part of TruitionSM, students will receive their course materials automatically as described below.

 Rothaermel, Frank. (2019). *Strategic Management: Concepts* (4th). McGraw-Hill. eText

Bookstore Information

Visit <https://www.ccis.edu/bookstore.aspx> for details.

eText Information

If a course uses an eText, (see textbook information above) the book will be available directly in Desire2Learn (D2L) seven days before the session begins, if registered for courses prior to that date. Upon first login to VitalSource, students should

use their CougarMail email address; alternate email addresses cannot be used. More information about how to use the VitalSource platform, including offline access to eTexts, can be found in D2L.

Physical Course Materials Information

Students enrolled in courses that require physical materials will receive these materials automatically at the shipping address on file with Columbia College. Delivery date of physical materials is dependent on registration date and shipping location. Please refer to confirmation emails sent from Columbia College for more details on shipping status.

Returns: Students who drop a class are responsible for returning any physical course materials that were shipped. To initiate a return, visit [Ingram Returns](#) to generate a pre-paid return label. Materials from dropped courses must be returned within 30-days of receipt. **Failure to return physical items from a dropped course will result in a charge to the student account for all unreturned items.**

Note: Students who opt-out of having their books provided as part of [TuitionSM](#) are responsible for purchasing their own course materials.

Technology Requirements

THIS IS A TECHNOLOGY-ENRICHED COURSE WHICH COMBINES IN-SEAT INSTRUCTION WITH ONLINE LEARNING.

Participation in this course will require the basic technology for all classes at Columbia College:

- A computer with reliable internet access
- A web browser
- Acrobat Reader
- Microsoft Office or another word processor such as Open Office

For more information, see [technical requirements](#).

Course Learning Outcomes

1. Apply business concepts learned in earlier course work to the strategic decision-making process.
2. Perform environmental analyses on case histories and/or in-class simulations.
3. Analyze the results of strategic decisions from business case histories or in-class simulations.
4. Evaluate business models and describe how they act in concert with their overall strategies to ensure sustainable competitive advantage.
5. Create a strategic plan for a proposed business venture or in-class simulation.

Grading

Grading Scale

| Grade | Points | Percent |
|-------|------------|---------|
| A | 900 - 1000 | 90-100% |
| B | 800 - 899 | 80-89% |
| C | 700 - 799 | 70-79% |
| D | 600 - 699 | 60-69% |
| F | 0 - 599 | 0-59% |

Grade Weights

| Assignment Category | Points | Percent |
|---------------------------------------|--------|---------|
| Online Learning Activity | 150 | 15% |
| Random in-class quizzes | 100 | 10% |
| Individual written mini-case analysis | 100 | 10% |
| Mid-term Exam | 200 | 20% |
| Team Project Responsibilities | 50 | 5% |
| Individual Oral Presentation | 100 | 10% |

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|--------------------------------------|-------------|-------------|
| Group Oral Presentation | 100 | 10% |
| Team written Strategic Case Analysis | 100 | 10% |
| Final Assessment | 100 | 10% |
| Total | 1000 | 100% |

Schedule of Due Dates

| Week 1 | | |
|---|--------|---|
| Assignment | Points | Due |
| Week 2 | | |
| Assignment | Points | Due |
| Discussion 1 | 25 | Posts: Thursday 10/31. Responses: Sunday 11/03. |
| Week 3 | | |
| Assignment | Points | Due |
| Discussion 2 | 25 | Posts: Thursday 11/07. Responses: Sunday 11/10. |
| Individual Written Mini-Case Analysis due | 100 | 11/5/19 |
| Week 4 | | |
| Assignment | Points | Due |
| Discussion 3 | 25 | Posts: Thursday 11/14. Responses: Sunday 11/17. |
| Mid-Term Exam | 200 | 11/12/19 |
| Completion of Team Project Responsibilities | 50 | 11/12/19 |
| Week 5 | | |
| Assignment | Points | Due |
| Discussion 4 | 25 | Posts: Thursday 11/21. Responses: Sunday 11/24. |
| Week 6 | | |
| Assignment | Points | Due |
| Discussion 5 | 25 | Posts: Thursday 11/28. Responses: Sunday 12/01. |
| Week 7 | | |
| Assignment | Points | Due |
| Discussion 6 | 25 | Posts: Thursday 12/05. Responses: Sunday 12/08. |
| Team written strategic audit completed | 100 | 12/3/19 |
| Team and Individual oral presentations | 200 | 12/3/19 |
| Week 8 | | |
| Assignment | Points | Due |
| Random In-Class Quizzes | 100 | Throughout Session |
| Final assessment | 100 | 12/10/19 |
| Total Points: 1000 | | |

Online Component Summary and Expectations

There are 6 online discussions worth up to 25 points each based on Chaptercases and questions found at the end of the textbook chapters. These subjective exercises allow you to look at the concepts and the real-world to better your strategic business understanding. Initial posts should be a minimum of 300 words and are expected to be original, relevant analyses and observations of the assigned case. Initial posts are worth up to 15 points each, and you must submit your initial post prior to being able to see the other posts of your classmates.

You must also provide a substantive response to at least one other student posting of at least 100 words. Response posts are worth up to 10 points. A substantive response conveys a specific and well-developed thought, idea, or comment about a posting. Full credit will not be earned for a one sentence comment or one or two-word responses such as "I like what you posted," "I agree with what you said," "I learned a lot from your post," "Good job," "Nice Posting," etc. Simply rephrasing the readings or another student's post is also not acceptable.

While discussions are informal, they must be intelligible and effectively communicate appropriate analysis and ideas. Pay close attention to use of spelling, punctuation, diction and grammatical rules. The key to the discussions is quality, not quantity. You must include a citation from the textbook. Reference the source of your information in all posts using MLA formatting.

Assignments

Discussion question assignments are expected to be on time. Posts that are late will be reduced by 5-points if received within one week of due date. Responses to Posts will not be accepted late since the dialogue will have already moved to the next assignment.

Examinations

Make-up examinations for the final and mid-term exams are administered according to College policies. There are no make-ups available for random in-class quizzes. Students should plan to attend class for the entire evening.

Course Outline

Click on each week to view details about the activities scheduled for that week.

Week 1: Basic Concepts and Case Study Introduction

Read Chapter 1 and be prepared to discuss.

Course overview

Course introduction, discuss case assignments and assign teams for group project.

Week 2: Strategic Leadership and External Analysis

Discussion 1

Read the "Airbnb" ChapterCase at the end of Chapter 3, and then answer the following 3 questions in an initial post to express your original, relevant analyses and observations from the case:

1. How was an internet startup able to disrupt the hotel industry, long dominated by giants such as Marriott and Hilton, which took decades to become successful worldwide hospitality chains? Explain.
2. Why is it that PESTEL factors can have such a strong impact on the future of a business? Do you support legislation such as that passed in New York (and elsewhere), or do you think it has more to do with protecting vested interests such as the hotel industry?
3. Are you concerned that the concept of the sharing economy could be abused by unscrupulous "entrepreneurs" and thus give the entire novel concept a bad reputation? Why or why not? Explain.

After you have made your initial post, provide at least one response to one of your classmate's postings that conveys specific and well-developed thoughts, ideas, or comments about what they discussed.

Read Chapters 2 & 3 and be prepared to discuss.

Assignment of Individual written case analysis cases.

Week 3: Internal Analysis and Competitive Advantage

Discussion 2

Read the “Dr. Dre’s Core Competency” ChapterCase at the end of Chapter 4, and then answer the following 3 questions in an initial post to express your original, relevant analyses and observations from the case:

1. Which music streaming service do you use, if any? Why are you using this particular service and not others? Are you a paid subscriber? Why or why not?
2. The ChapterCase argues that Beats Electronics’ core competency lies in its marketing savvy and in Dr. Dre’s coolness factor. Do you agree with this assessment? Why or why not?
3. If Beats Electronics’ core competencies are indeed intangibles, such as coolness and marketing savvy, do you think these competencies will remain as valuable under Apple’s ownership? Why or why not?

After you have made your initial post, provide at least one response to one of your classmate’s postings that conveys specific and well-developed thoughts, ideas, or comments about what they discussed.

Read Chapters 4 & 5

Individual Written Mini-Case Analysis due

Individual written case analysis is due. Expectation of three to five pages meeting the requirements of the case analysis form.

Week 4: Business Strategy

Discussion 3

Read the “Jet Blue Airways” ChapterCase at the end of Chapter 6, and then answer the following 3 questions in an initial post to express your original, relevant analyses and observations from the case:

1. Despite its initial success, why was JetBlue unable to sustain a blue ocean strategy?
2. JetBlue’s chief marketing officer, Marty St. George, was asked by The Wall Street Journal, “What is the biggest marketing challenge JetBlue faces?” His response: “We are flying in a space where our competitors are moving toward commoditization. We have taken a position that air travel is not a commodity but a services business. We want to stand out, but it’s hard to break through to customers with that message.” Given St. George’s statement, which strategic position is JetBlue trying to accomplish: differentiator, cost leader, or blue ocean strategy? Explain why.
3. JetBlue CEO Robin Hayes is contemplating adding international routes, connecting the U.S. East Coast to Europe. Would this additional international expansion put more pressure on JetBlue’s current business strategy? Or would this international expansion require a shift in JetBlue’s strategic profile? Why or why not? And if a strategic repositioning is needed, in which direction should JetBlue pivot? Explain.

After you have made your initial post, provide at least one response to one of your classmate’s postings that conveys specific and well-developed thoughts, ideas, or comments about what they discussed.

Read Chapter 6 & 7

Mid-Term Exam

Midterm Exam on first part of course through Chapter 5.

Completion of Team Project Responsibilities

Spreadsheet provided by instructor and must be signed by each person on the team.

Week 5: Corporate Strategy

Discussion 4

Read the “Amazon.com” ChapterCase at the end of Chapter 8, and then answer the following 3 questions in an initial post to express your original, relevant analyses and observations from the case:

1. What is Amazon’s core business? Is AWS related to Amazon’s core business? Why or why not? Some investors are pressuring Jeff Bezos to spin out AWS as a standalone company. Do you agree with this corporate strategy recommendation? Why or why not? Hint: Do you believe AWS would be more valuable within Amazon or as a standalone company?
2. Amazon.com is now 25 years old and makes \$140 billion in annual revenues. As an investor, would it concern you that Amazon.com has yet to deliver any consistent profits? Why or why not? How much longer do you think investors will be patient with Jeff Bezos as he continues to pursue billion-dollar diversification initiatives?

3. Amazon.com continues to spend billions on seemingly unrelated diversification efforts. Do you believe these efforts contribute to Amazon gaining and sustaining a competitive advantage? Why or why not?

After you have made your initial post, provide at least one response to one of your classmate's postings that conveys specific and well-developed thoughts, ideas, or comments about what they discussed.

Read Chapters 8 & 9

Discussions regarding Team Project

Week 6: Global Strategy and Organizational Design

Discussion 5

Read the "Ikea" ChapterCase at the end of Chapter 10, and then answer the following 3 questions in an initial post to express your original, relevant analyses and observations from the case:

1. List IKEA's external and internal challenges. Looking at IKEA's challenges, which ones do you think pose the greatest threat? Why? How would you address the challenges?
2. What can IKEA do to continue to drive growth globally, especially given its strategic intent to double annual store openings?
3. Assume you are hired to consult IKEA on the topic of corporate social responsibility (see the discussion in Chapter 2). Which areas would you recommend the company be most sensitive to, and how should these be addressed?

After you have made your initial post, provide at least one response to one of your classmate's postings that conveys specific and well-developed thoughts, ideas, or comments about what they discussed.

Read Chapters 10 & 11

Week 7: Corporate Governance

Discussion 6

Read the "Uber" ChapterCase at the end of Chapter 12, and then answer the following 3 questions in an initial post to express your original, relevant analyses and observations from the case:

1. Have you used a ride-hailing service such as Uber or Lyft? How was your experience?
2. Would like to work for Uber? Why or why not?
3. Explain Uber's business model and deduce its strategic intent.

After you have made your initial post, provide at least one response to one of your classmate's postings that conveys specific and well-developed thoughts, ideas, or comments about what they discussed.

Read Chapter 12

Team written strategic audit completed

The Team Written Case Analysis and Strategic Audit is to be delivered in a professional manner following the guidelines presented earlier in class.

Team and Individual oral presentations

The Team Presentation is expected to be professional in content and presentation. Students are expected to dress in "Business Formal" when making the final presentation. The experience of making many presentations throughout the student's academic career shall be evident in her or his poise, articulation, and use of visual aids.

Week 8: Course review and final assessment

Random In-Class Quizzes

Random quizzes will be done in-class throughout the session. They will total 100 points.

Final assessment

Completion of Assessment associated to Capstone Course.

Online databases are available at library.ccis.edu. You may access them using your CougarTrack login and password when prompted.

Technical Support

If you have problems accessing the course or posting your assignments, contact your instructor, the Columbia College Technology Solutions Center, or the D2L Helpdesk for assistance. If you have technical problems with the VitalSource eText reader, please contact VitalSource. Contact information is also available within the online course environment.

- Columbia College Technology Solutions Center: CCHelpDesk@ccis.edu, 800-231-2391 ex. 4357
- D2L Helpdesk: helpdesk@d2l.com, 877-325-7778
- VitalSource: support@vitalsource.com, 1-855-200-4146

Online Tutoring

Smarthinking is a free online tutoring service available to all Columbia College students. Smarthinking provides real-time online tutoring and homework help for Math, English, and Writing. Smarthinking also provides access to live tutorials in writing and math, as well as a full range of study resources, including writing manuals, sample problems, and study skills manuals. You can access the service from wherever you have a connection to the Internet. I encourage you to take advantage of this free service provided by the college.

Access Smarthinking through CougarTrack at [Students -> Academics -> Resources](#).

! Columbia College Policies and Procedures

The policies set forth in the [Policy Library](#) are the current official versions of College policies and supersede and replace any other existing or conflicting policies covering the same subject matter. For more information on policies applicable to students, see [Student Policies](#). For more information on policies applicable to the entire Columbia College community, see [College-Wide Policies](#).

Students are expected to read and abide by the College policies. Policies of particular interest to students include, but not limited to the following:

- Graduate Grading Policy
- Undergraduate Grading Policy
- Registration Policy and Procedures
- Withdrawal Policy
- Alcohol and Other Drugs Policy
- Family Educational Rights and Privacy Act (FERPA)

Additional Policies:

Academic Integrity and Plagiarism

Academic integrity is a cumulative process that begins with the first college learning opportunity. Students are responsible for knowing and abiding by the [Academic Integrity Policy and Procedures](#) and may not use ignorance of either as an excuse for academic misconduct. Additionally, all required papers may be submitted for textual similarity review to Turnitin.com for the detection of plagiarism. All submitted papers may be included in the Turnitin.com reference database for the purpose of detecting plagiarism. This service is subject to the Terms and Conditions of Use posted on the Turnitin.com site.

Disability Resources

If you have a disability that requires an accommodation, please speak with the instructor and consult the [Student Accessibility Resources](#) office. Student Accessibility Resources staff will determine appropriate accommodations and will work with your instructor to make sure these are available to you. To find additional information, see our [ADA and Section 504 Policy for Students](#).

Notice of Non-Discrimination and Equal Opportunity:

The College has a process through which students, faculty, staff and community members who have experienced or witnessed incidents of discrimination, harassment, or retaliation on the basis of protected status, can report their experiences to a College official. For more information, see our [Non-Discrimination and Equal Opportunity Policy and Complaint Resolution Procedure](#).

Title IX and Sexual Misconduct

The College is committed to addressing the issues of discrimination, harassment and sexual misconduct in the educational and

workplace landscape and will continue to modify policies, procedures and prevention efforts as needed. For more information, see the College's [Title IX and Sexual Misconduct Policy](#).

Course Policies and Procedures:

Attendance Policy

Columbia College students are expected to attend all classes and laboratory periods for which they are enrolled.

For classes with an online component, attendance for a week includes submitting any assigned online activity. Assigned activities are scheduled prior to the course commencing. Assigned activity due dates are subject to change based on actual course progression and will be adjusted as necessary. Attendance for the week is based upon the date work is submitted. A class week is defined as the period of time between Monday and Sunday (except for week 8, when the work and the course will end at 11:59 PM Central Time on Saturday.) The course and system deadlines are based on the Central Time Zone.

Students are directly responsible to instructors for class attendance and work missed during an absence for any cause. If absences jeopardize progress in a course, the College reserves the right to drop or withdraw students from classes. For additional information, see the Administrative Withdrawal for Non-Attendance heading in the [Withdrawal Policy](#).

CougarMail

All students are provided a CougarMail account when they enroll in classes at Columbia College. You are responsible for monitoring email from that account for important messages from the College and from your instructor.

Students should use email for private messages to the instructor and other students. The class discussions are for public messages so the class members can each see what others have to say about any given topic and respond.

Late Assignment Policy

All classes rely on participation and a commitment to your instructor and your classmates to regularly engage in the reading, discussion and writing assignments. You must keep up with the schedule of reading and writing to successfully complete the class.

No late assignments will be accepted without the prior approval of the instructor.

Acceptance of a late assignment is at the discretion of the instructor.

Make-up examinations may be authorized for students who miss regularly-scheduled examinations due to circumstances beyond their control. Make-up examinations must be administered as soon as possible after the regularly scheduled examination period and must be administered in a controlled environment.

Student Conduct

All Columbia College students, whether enrolled in a land-based or online course, are responsible for behaving in a manner consistent with Columbia College's [Student Conduct Code](#) and [Acceptable Computing Use Policy](#). Students violating these policies or any other College policy will be referred to the office of Student Affairs and/or the office of Academic Affairs for possible disciplinary action. The Student Code of Conduct, the [Student Behavioral Misconduct Policy and Procedures](#), and the Acceptable Computing Use Policy can be found in the Policy Library at ccis.edu/policies. The adjunct faculty member maintains the right to manage a positive learning environment all students must adhere to the conventions of online etiquette when enrolled in a course with an online component.